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REMARKS

FYI - Secretarial
program Brief to
Col. Humphrey.

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25 September 1987

MEMORANDUM FOR THE RECORD

SUBJECT: Briefing to Calvin Humphrey, HPSCI Staff, on CIA
Secretarial Program

25X1 [redacted]
25X1 1. On 24 September 1987, [redacted]
25X1 [redacted] from the Office of Personnel met with
25X1 Calvin Humphrey at the latter's request to brief on the agency's
25X1 Secretarial Program.

25X1 2. After a brief introduction by [redacted]
25X1 [redacted] discussed the background that led the agency to conclude
25X1 that the development of a secretarial career program was
25X1 necessary and the research the agency conducted prior to
25X1 implementation. [redacted] reported on the objectives of the
25X1 program, emphasizing job enrichment and enhancement of
secretarial skills through training. [redacted] was beginning to
discuss the preliminary results when the briefing was
interjected with a series of questions from Humphrey.

25X1 3. Humphrey first wanted to know about the attrition
rate of secretaries from the secretarial ranks. He was informed
that overall attrition amounted to between 13% to 15%.
Secretaries leave the service in two ways--simply resigning or
moving to other jobs outside the secretarial track, about 8% to
9% move to other jobs. The agency views the latter attrition as
healthy career development or upward mobility. Humphrey asked
what is the average amount of time secretaries spend in the
secretarial profession. [redacted] said that while they
did not know now they would get in that information to
Humphrey.

25X1 4. Humphrey asked if the agency had simply not solved
the secretarial hiring and retention problem by merely paying
secretaries more money. He commented that this was an issue of
particular concern to Chairman Stokes. Both [redacted]
advised that this was not the case. Secretaries could earn more
money, but the ability to receive higher pay was predicated
upon increased responsibilities and that no secretary was placed
in a position until the job had been evaluated. The rate of pay

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25X1 was based upon the duties and responsibilities. Jobs had been
enriched. [] also reported that secretaries were not given
the recent government wide clerical pay increase and at this
25X1 time the agency has no intention of increasing the pay scales.
[] also informed Humphrey that agency secretarial pay scales
are competitive with private industry not with government. The
Agency is now able to hire about 70% of its new secretaries who
25X1 have experience. Humphrey asked if these secretaries were hired
at a higher than the "normal beginning level". [] replied
that we had rigorous hiring guidelines based upon entering
skills, education, testing and background. Based upon these
factors some secretaries were placed in level II positions. When
asked how many secretaries were brought in above level II,
25X1 Humphrey was told that in 1987 the agency had hired, thus far,
[] secretaries, of whom [] were hired at level II and [] at
level III.

5. At his point, we ran out of time. Humphrey asked if
he could return again to finish the briefing cut short by his
questions. We agreed and Humphrey is to call to schedule
another session. Before he left he asked for and was given a
copy of the two secretarial career handbooks.

25X1 6. Humphrey's bottom line issue is apparent. He is of
the mind, and presumably so is Stokes, that the Agency has
25X1 solved its secretarial problem by paying higher salaries. []
[] presented considerable evidence that this is not the
25X1 case.

Congressional Affairs

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